

ADMINISTRATIVE - INTERNAL USE ONLY

9 July 1974

MEMORANDUM FOR: Chief, Plans Group, OTR
THROUGH : Chief, Plans Development Staff
SUBJECT : FY 1974 Annual Report, Section C

1. You may wish to consider the following FTD activities for inclusion in Subject report.

a. A number of significant improvements have been made in the Information Sciences Training Program. Classroom and computer terminal facilities improved with the move from the Defense Intelligence School to the Chamber of Commerce Building. Courses in Systems Dynamics, and special courses requested by the Office of Finance and the Imagery Interpretation Staff, have been added to the schedule of courses. The quality of the courses has improved as more and more case studies based on practical application of information science methods to intelligence problems have been added to the content of the courses.

b. The Advanced Management Program (AMP) was initiated and conducted in FY 1974 following an Inter-Directorate Task Force sponsored by OTR to determine the training needs of middle managers. The Program, designed for middle managers at the GS-13 to 15 level, was reviewed and approved by ~~the~~ *the* Director of Training as well as by the then existing Board of Visitors. The three-week Program is intended to familiarize participants with management concepts and Agency policies and has been conducted three times on a pilot basis during FY 1974. Each version has been carefully reviewed by the participants and the Office of Training. There is general consensus that the pilot versions have been successful and that the Program should be continued.

Chief,
Functional Training Division
Office of Training

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Language Learning CenterSECTION C. Other FY 1974 Activities

1. The Center initiated in FY 1974 a program of total immersion foreign language training as an experiment to determine if students of average aptitude could attain a level 3 speaking proficiency while still within our training environment. Such students ordinarily are not able to penetrate this barrier in normal classroom instruction. Four-week residential programs were conducted at the [REDACTED] for groups of 12 students in each of three languages -- Russian, French and Spanish. Although the initial program (in Russian) was least successful in achieving the stated objective, it provided enough experience for the Center to modify the program to the extent that nine of 11 students in French, and 10 of 12 in Spanish, did in fact achieve this objective. The Russian experiment used personnel from both outside and inside the Agency at an approximate cost of \$8,000. The successes in the French and Spanish experiments were achieved by relying on a combination of OTR language instructors and language qualified officers from elsewhere in the Agency at a cost of approximately \$3,000 per program. Three additional programs are contemplated for FY 1975, one each in German, French and Spanish.

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2. The Language Center collaborated with the Interagency Language Roundtable in a number of projects during the year. One which should be noted in particular was a Language Testing Symposium conducted at Georgetown University for linguists and language instructors from the United States and eight foreign countries; the principal organizer of the symposium was a linguist from our own staff. A second was the initiation of a two-year project to develop a modular prototype course which could, with minor adaptations, serve the needs of all the Federal agencies involved in foreign language training. Chinese was chosen as the language for this project although it is expected that the model will be applicable to the development of training courses in other languages as well. The Agency bore 25% of the first year's cost of \$20,000, as did the Foreign Service Institute, National Security Agency and the Department of Health, Education and Welfare. In the coming fiscal year, the Defense Language Institute and [REDACTED] will also bear equal shares of the \$72,000 projected budget. The deputy chief of the Language Center is one of five members of the planning council for this project; the Center also has assigned one Chinese instructor to this project full time.

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SECTION D. Recommendations

1. As a result of self-evaluation during the latter part of FY 1974, the Language Center decided to terminate the Before-and-After Hours Language Training Program which had been conducted since 1969. Declining enrollment, poor attendance and meager contribution to the inventory of foreign language skills in the Agency were the reasons for this decision.

2. The Center plans an intensive effort during the coming year to have operating components enroll students in language training on a more systematic, scheduled basis in order to make more efficient use of our contracting instructional resources. The intent of this effort is to minimize, if not eliminate altogether, ad hoc language training requirements which are presented while instructor resources are already fully engaged with regular classes and which, in addition, leave insufficient time before overseas departure for the student to acquire a working knowledge of a particular language. In this sense, the Center is endeavoring to cooperate with the objectives and techniques of the Personnel Development Program.

3. The Language Center has recently developed a model for analyzing operating components' conformance with the Language Development Program and for advising them of their need for additional language skills. In turn, it is anticipated that this analytical model will enable the components to develop more reliable language training requirements in FY 1975 and allow the Center to determine which of its language programs are no longer cost effective and should therefore be dropped.

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